

WORKING GROUP #10 TO
INVESTIGATE BACK-CHANNEL
COMMUNICATIONS

re Hoover Commission Report on State.

Armstrong's shop
Sec. Allen's shop

Working Group #10 has been charged with making recommendations with respect to the relationships between R and P so as to assure that the research-intelligence requirements of P will be met by R, in the perspective of the total demands on R. The Working Group, pursuant to the Task Force instructions of April 2, 1949 (RFP #2 E-14/5), having examined --

- The task pattern as outlined in the Phase I report in so far as it applies to R and P;
- The nature of the requirements of P from R, in relation to the other responsibilities of R;
- The nature of the requirements of R from P;
- The organizational pattern and relationship between R and P which would best serve the needs of both,

submits the following report:

I. General Conclusions

There is an urgent need for adequate and timely intelligence to support the Department's programs of information and educational exchange. This includes intelligence for both the planning and operational phases of such programs. The requirements for such servicing go far beyond existing intelligence support provided the P area by R. As an essential arm of U. S. foreign policy, the informational and educational exchange programs of the Department will probably continue in the future to broaden in scope and become even more demanding in its requirements for intelligence support.

In light of this situation, the Working Group believes that

within State

A. The maintenance of a centralized intelligence unit is the best method (1) for fulfilling adequately the requirements of the P area and other parts of the Department for intelligence service and liaison and (2) for maintaining a source of estimates based on an independence of judgment for the Department as a whole.

B. Participation of the P area in the programming, priority allocations, and work specifications of R will be an essential element in insuring adequate service to P by the centralized intelligence unit.

C. The P area should provide R with the maximum possible information regarding U. S. information and educational exchange policies to permit adequate preparation for intelligence service in support of such policies.

D. The P area will require an intelligence staff officer attached to the Office of the Assistant Secretary to fulfill the functions which the P area will be called on to perform, including the participation in the programming and other controls, and to insure that the intelligence materials and services provided by R are made available to operating and policy units in the P area.

E. The P area will require of R a control point of appropriate command level for coordination of liaison relationships between the two areas.

F. The expansion in R servicing of P intelligence requirements will result in a net addition to the work load of R and require staff with particular aptitudes and training. Whether existing R staff resources are adequate should be the subject of an immediate review by R.

II. Recommendations

A. Intelligence work should be centralized in the Department as a responsibility of R and P should divest itself of such activity except where it is an integral part of P area operation (e.g. technical reports on radio reception, audience mail analysis, etc.).

B. Subject to the availability of proper and adequate staff and to relative priorities in work commitments, R should undertake an expansion of its intelligence operations to include the utilization of all current techniques of public attitudes analyses and reporting applicable to content analysis of propaganda, public opinion polls, foreign market research, and other related sociological and psychological research.

C. R should undertake responsibility for an adequate collection and acquisition program in the international information and educational exchange fields both private and governmental.

D. The P area, in its relationships with R should coordinate its intelligence requirements in so far as possible with those of the Regional Bureaus.

E. The P area, as one of the action areas of the Department, should have the same type of liaison relationship with R as will exist between the Regional Bureaus and R. This would include P area participation in the programming and other controls of the intelligence effort.

F. R should be responsible, with certain exceptions set out in III A 4 below, for all P area liaison with other intelligence agencies (CIA and the military services).

G. There should be an immediate review by R of its area staffing plans. Provision should be made for adequate resources to permit the expansion of intelligence servicing required by the P Area.

H. The IBD public opinion polling staff, should be transferred to R when R has completed its internal organizational review and has agreed to undertake intelligence servicing in the public opinion field.

I. The Working Group recommends that the organizational location of RE, now part of PA, be reviewed at a later date. Such a review should include consideration of the desirability of coordinated research servicing of the regional bureaus by RE and R, RE's work for PL and PB and RE's relation to R.

III. Discussion

A. P Area Functions in Relation to R.

1. To provide R with adequate and timely information concerning the size, scope and emphasis of P Area activity, to facilitate full understanding by R of all facets of U.S. policy implementation in the field of information and educational exchange and, in general, to assist R in anticipating the intelligence requirements of P (Information concerning most policy decisions will normally be provided to both R and P by the Regional Bureau. It is recognized, however, that in certain instances where P has responsibility in policy initiation, R will receive its information on policy decisions direct from P.)

2. To provide access to information and educational exchange policy plans and current information guidance documentation. (R will have access to the same documentation as furnished to the Regional Bureau and this documentation should include, when appropriate, a specification of the P intelligence requirements needed to effectuate P area information and educational exchange planning).

3. To participate, through the intelligence staff officer in P, in programming, priority allocations, and work specifications of the centralized intelligence unit; which is to say that the intelligence unit, in consultation with the Regional Bureaus and other users, will make allocations of work loads, adjustments within those allocations, and issue directions with regard to the form and nature of the intelligence product.

4. To advise the intelligence unit in the execution of liaison functions with the other intelligence agencies (CIA and the military services) in matters relating to information and educational exchange and, by agreement, to perform such liaison functions in special cases. (Where the P Area has special relationships with other intelligence agencies, resulting from NSC directives, these relationships shall be outside the area of R liaison responsibilities. Requests to R for intelligence servicing by interdepartmental units in the P Area will be transmitted to R through State Department channels.)

5. To review the intelligence and intelligence papers drawn up by R which concern information and educational exchange objectives, plans and operations, prior to their distribution outside the Department.

6. To advise the intelligence unit on the technical qualifications of its staff concerned with the work of the P area.

7. To advise the intelligence unit on the usefulness of the materials and services provided to the P area by R.

8. To provide R with pertinent information concerning P area operations and a full flow of intelligence information available in P area units as a result of information and educational exchange operations; and, to provide R with certain services for which P area units have servicing responsibilities.

B. Role of P Area Intelligence Officer

A position of Intelligence Staff Officer at P-8 should be established in the P area. The officer occupying this position should be appointed in consultation with, and possibly by transfer from, the intelligence unit. He should fulfill the functions outlined above for the P area by:

1. Maintaining an intimate knowledge of the staff, methods, workload and capabilities of the relevant intelligence divisions and of other intelligence work in the Department and other agencies.

2. Participating in the policy deliberations of the P area to facilitate the effective application of intelligence in those deliberations and to make available policy information to the intelligence unit.

In fulfilling the functions outlined above for the P area he should:

3. Coordinate intelligence requirements within the P area.

4. Facilitate through working level liaison arrangements the regular flow of raw and processed intelligence materials to the P area units.

5. Facilitate the requests of the P area for the collection of special intelligence information.

6. Advise in the formulation of overseas intelligence information collection programs in so far as they relate to P area requirements.

7. Coordinate, as far as possible, the intelligence requirements of the P area with those of the Regional Bureaus.

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10. R shall undertake to coordinate with PS all contacts with non-government sources in the field of public opinion research to avoid overlapping and duplication of requests for service and assistance.

With respect to information and services available in other intelligence agencies--

11. R will provide liaison with other intelligence agencies through R for the purpose of fulfilling the intelligence requirements of the P area.

With respect to new intelligence services to the P area provision on a regular and systematic basis for:

12. Analysis and interpretations of the content, theme, trends and deviations, and goals of propaganda activities of foreign governments at home and abroad, including estimates of the political intentions of the foreign governments and the effectiveness of such activity.

13. Analysis and interpretation of public opinion and public attitudes abroad with particular reference to U. S. and U. S. policies in all target areas. This should include (a) adequate coverage and reporting on public opinion polling operations and findings abroad, and provisions for the continuing utilization of such polls for P area policy planning purposes, (b) all phases of foreign market research activity conducted by U. S. sources, and (c) pertinent evidence from all other sources that can be developed.

14. Analysis of information and educational exchange resources available in foreign target areas to U. S. and other governments, including estimates on the size, scope and effectiveness of such resources.

15. Analysis and reports of the impact of U. S. Government and private information and educational exchange activities on target audiences.

16. Arrangements for regular intelligence briefing of policy staff and appropriate P area units on world and special situations.

D. Specific R Requirements for P Materials and Services

The P area Intelligence Officer shall, in consultation with the liaison channel in R, provide access to appropriate intelligence materials including--

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Next 1 Page(s) In Document Exempt

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CENTRAL INTELLIGENCE AGENCY
OFFICIAL ROUTING SLIP

TO	INITIALS	DATE
1 Executive	JSF	28 April
2 Director	RW	4/29
3 Chief, Scaps		
4		
5		

FROM	INITIALS	DATE
1 Chief, Scaps	PZ	4/27
2		
3		

☐ APPROVAL ☐ INFORMATION ☐ SIGNATURE
☐ ACTION ☐ DIRECT REPLY ☐ RETURN
☐ COMMENT ☐ PREPARATION OF REPLY ☐ DISPATCH
☐ CONCURRENCE ☐ RECOMMENDATION ☐ FILE

REMARKS: What happens to NSC 4 + 43
and to CIA ?? and to ☐
☐ is giving another copy to Ballitt. PZ

We should have to wait & see
Rov